

## Section 2--Issue Management Procedure

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**Introduction**      Issues may arise that, if ignored, could prevent BUS Division from achieving its mission. This Issue Management Procedure documents the process that ensures accountability for issues such as customer complaints, concerns, and suggestions; long-term corrective actions required as a result of regulations or assessment findings; and employee or management performance improvement initiatives.

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**Definition:**  
issue      An issue is a matter of concern that, if managed effectively, will contribute to performance improvement, e.g., customer complaint, concern, or suggestion; audit or assessment finding; employee quality improvement suggestion; Environmental Safety and Health (ESH) deficiency ticket; or nonconformance.

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**Definition:**  
issue  
management      Issue management is the completion of a determination of the root cause of a problem, identification of feasible actions that are believed to be sufficient to solve the immediate issue and prevent the problem from recurring, completion of the identified issue, and positive communication with the originator of the issue to determine satisfaction with the action taken.

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**Definition:**  
issue owner      An issue owner is the BUS employee who accepts accountability for managing a particular issue to a successful conclusion.

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**Definition:**  
service hero      A service hero is an employee who displays exemplary effort to aid an issue owner in managing an issue.

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**In this section**      This section contains the following topics:

Topic	See Page
Who has what responsibilities	3-2-2
How to coordinate and manage issues	3-2-3

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## Responsibilities in Issue Coordination and Management

<b>BUS employees</b>	<b>BUS employees are responsible for following this procedure to manage issues and for communicating their concerns and those of internal/external customers that affect the performance of BUS processes. If an employee becomes aware of a complaint or suggestion or is contacted with a request for information or action regarding performance of BUS processes, he/she is responsible for immediately contacting the group's issue coordinator.</b>
<b>BUS management</b>	<b>BUS management is responsible for supporting prompt management of issues in accordance with this procedure.</b>  <b><u>Note:</u> Management initiatives and Continuous Quality Improvement (CQI) team initiatives are not subject to this procedure.</b>
<b>Division Issue Coordinator</b>	<b>The Division Issue Coordinator is responsible for coordinating the training/support of group issue coordinators, improving the issue management process and procedures, trending issue data, monitoring issue management performance, advising BUS management of successes or roadblocks, and capturing CQI initiatives in the issue database.</b>
<b>Group issue coordinators</b>	<b>Group issue coordinators are responsible for representing their groups, recording issues, coordinating designation of issue owners, tracking and updating the status of issues in the issue database, and reporting successes and roadblocks to management. Group issue coordinators are responsible for learning how to use the issue database, customer communication techniques, and root cause analysis techniques.</b>
<b>Issue owners</b>	<b>Issue owners are responsible for accepting accountability for managing the corrective actions necessary to successfully close out an issue.</b>

## How to Coordinate and Manage Issues

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**Overview**      **Identifying, documenting, tracking, managing, trending, and learning from issues concerning the effectiveness of BUS Division are important activities that contribute to quality improvement.**

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**Procedure**      **Follow the steps below to coordinate and manage issues:**

Step	Action												
1	<b>The issue coordinator discovers an issue affecting the group by monitoring the issue database and determines the prospective issue owner using the</b>												
	<table><tr><th>IF...</th><th>THEN...</th></tr><tr><td>the potential owner possesses the knowledge required to evaluate the issue, is empowered to manage it, and agrees to ownership,</td><td>ownership is assigned to that person.</td></tr><tr><td>closely related issues exist in the database and the one of the owners in question agrees to ownership of the new issue,</td><td>ownership is assigned to that person.</td></tr><tr><td>CQI team initiatives exist that are closely related and the CQI team leader agrees to ownership,</td><td>ownership is assigned to that person.</td></tr><tr><td>the issue can be managed immediately by the group issue coordinator,</td><td>ownership is assigned to that person.</td></tr><tr><td>there is a problem in determining ownership,</td><td>it is coordinated through the group leader.</td></tr></table>	IF...	THEN...	the potential owner possesses the knowledge required to evaluate the issue, is empowered to manage it, and agrees to ownership,	ownership is assigned to that person.	closely related issues exist in the database and the one of the owners in question agrees to ownership of the new issue,	ownership is assigned to that person.	CQI team initiatives exist that are closely related and the CQI team leader agrees to ownership,	ownership is assigned to that person.	the issue can be managed immediately by the group issue coordinator,	ownership is assigned to that person.	there is a problem in determining ownership,	it is coordinated through the group leader.
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	the issue can be managed immediately by the group issue coordinator,	ownership is assigned to that person.											
	there is a problem in determining ownership,	it is coordinated through the group leader.											

**following table:**

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## How to Coordinate and Manage Issues, Continued

### Procedure (continued)

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Step	Action
2	The issue coordinator prints a hardcopy of the issue from the issue database and delivers it to the issue owner.
3	<p>Within two days of receipt, the issue owner</p> <ul style="list-style-type: none"><li>• Contacts the issue originator and discusses the issue to ensure understanding;</li><li>• Determines if an immediate, interim response should be made (root cause analysis and recurrence prevention measures should follow any such response);</li><li>• Summarizes the key milestone actions and dates on the issue hardcopy; and</li><li>• Returns the hardcopy to the issue coordinator.</li></ul> <p><u>Note:</u> At a minimum, the issue coordinator is notified of the next action's planned completion date.</p>
4	<p>The issue coordinator</p> <ul style="list-style-type: none"><li>• Enters the information into the issue database;</li><li>• Prints a revised copy of the issue information; and</li><li>• Sends it to the issue owner as a reminder of the commitments made.</li></ul>
5	The issue owner begins the action(s) as planned and provides the issue coordinator with a marked up hardcopy reflecting any change to the planned action.

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## How to Coordinate and Manage Issues, Continued

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### Procedure (continued)

Step	Action
6	<p>The issue coordinator prints the issue owner an updated hardcopy from the database after each change or completed action is entered.</p> <p><u>Note:</u> The issue coordinator may remind the issue owner of upcoming action commitments. If an action is past due, the issue coordinator asks the issue owner why, reflects this in the database, and communicates this to group management, if appropriate.</p>
7	<p>The issue coordinator tracks action commitments and documents the status of each action in the database, based on the hardcopies provided by the issue owner.</p>
8	<p>The issue owner</p> <ul style="list-style-type: none"><li>• Completes the actions required to close out the issue;</li><li>• Determines the issue's root cause and lessons learned, if applicable;</li><li>• Advises the issue originator that the issue is considered closed;</li><li>• Identifies "service heroes," if applicable;</li><li>• Documents completion of the requirements by marking up the most recent issue printout; and</li><li>• Sends the printout to the issue coordinator.</li></ul>
9	<p>The issue coordinator documents issue closeout in the database and performs a follow-up survey with the affected employees or issue originator, as appropriate.</p>
10	<p>The issue owner and issue coordinator maintain all hardcopy records that are not documented in the database, organized by issue number for audit purposes.</p>

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